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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DS&T Strategic Planning ☐

FROM:

Director, Foreign Broadcast
Information Service

EXTENSION

NO.

FBIS-0102/87

DATE

20 May 1987

TO: (Officer designation, room number, and
building)

DATE

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OFFICER'S
INITIALSCOMMENTS (Number each comment to show from whom
to whom. Draw a line across column after each comment.)1. Deputy Director for
Science and Technology
Room 6E45, Headquarters

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FBIS-0102/87

20 May 1987

MEMORANDUM FOR: Deputy Director for Science and Technology

FROM:

Director, Foreign Broadcast Information Service

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SUBJECT:

DS&T Strategic Planning

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REFERENCES:

A. DS&T Strategic Plan Perspective, dtd 21 Apr 87

B. DS&T Strategic Planning THE DDS&T PERSPECTIVE,
dtd 21 Apr 87

1. In reviewing the references, particularly Ref B, I sense the difficulty in generating a useful S&T planning guide. Forecasting is not easy at all, but if the Deputy Directors cannot do it, it's highly unlikely that anyone can. As I plowed through these papers a few observations came to mind. Some are general, some might be parochial; I'll let you judge.

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2. Section I. Intelligence Requirements Forecast is generally well done. I think it could use a few more words relative to the scope change, if any, of the requirements we are working against today. Most of the discussion centers on new challenges, which there certainly are, but there needs to be more of a sense of whether they are additive, in place of, etc. Additionally, I would generalize the section so that all business areas can try to respond to the new requirement. In particular, it doesn't seem that contingency collection should be limited to imagery and SIGINT (page 2, para. 2).

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3. Section II. Intelligence Problems Transformed Into Top Level Technical Collection and Processing Impacts was a bit confusing. Ref A states that "I have not included a discussion of the implications for each business area....", yet this section clearly tracks by business area. As with Section I, I would like to see more generalized impact statements as a lead-in to specifics for each business area. For example, as collectors and processors FBIS is just as concerned about flooding the system while at the same time leaving coverage gaps, yet these issues are covered in a segment of Section II that is clearly overhead related. Similarly, although to a lesser degree of sophistication, we are concerned with the

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changing signals environment. There are clearly many parallels that can be drawn between the impacts on collection and processing within the individual business areas. I believe the section should flow from the general implications to the specific and would then be more useful in identifying areas of common concern, i.e., computing capabilities. I would also note that Section II, page 3, para. 2 is an objective/goal, not an impact.

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4. Section III. Resource Forecast is still under study. I have not found anything that is new or very useful, but maybe I am missing something.

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5. Section IV. Directorate Goals is clearly right on the mark and reflects the issues reviewed at the spring offsite. However, only two of the goals (4 and 6) track back to things you say we need to be concerned about at the Directorate level (Sections I & II). Perhaps Section I needs to be divided into Ia Intelligence Requirements Forecast and Ib Management Environment Forecast. The latter Section could capture your concern about non-substantive issues such as the clearly changing work environment both here and abroad, the demographic changes that are predictable and other factors that you project we will need to deal with as managers. This, of course, may mean modifying Section II to integrate these factors into the Impact statements, but I think that may be useful both in general and by business areas. I also think goals should be derived from the substantive challenges noted in Section I.

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6. Having said all the above, I think the references are a good first effort and will provide a very useful framework on which to build a good planning system. I assume that the material noted in para. 2 of Ref A will provide your views about the strategic direction for each business area. While the substantive, managerial, and resource issues will be covered in detail, I think it would be very useful to have your views about each area. For example, if you feel that FBIS and NPIC should stabilize for a few years post their respective FOC's, then that would be useful to know. Similarly, if there are specific challenges you want us to address, but you cannot see your way clear to provide more resources, that would be useful too. In fact, a preliminary, top of the head cut at that would be invaluable as we all work our strategic plans. Lacking it, we will have to take the time, post October, to scrub the plans to reflect your views. Given that your Board members are all modest, introverted souls there might not be too much of a scrubbing required, but I would not count on it.

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